



Connecting Lives, Sharing Cultures

# Broadening Perspectives, Exploring Opportunities

ANNUAL REPORT 2009



# About AFS

AFS is a global community of more than 50 Partner organizations that support intercultural learning, principally through exchange programs. AFS has transformed the lives of millions of students, families and individuals through the participation of AFS volunteers and AFS Host Families worldwide.

AFS began as the American Field Service during World Wars I and II, when nearly 5,000 young men volunteered as ambulance drivers. In 1947, under the leadership of Stephen Galatt, AFS organized its first secondary student exchanges. The aim was to build international understanding by helping ordinary people from different parts of the world get to know one another.

Nearly seven decades later, more than 12,000 students participate in AFS exchanges and more than 40,000 volunteers support AFS Programs each year. AFS continues to connect people and to support them in sharing their cultures.

## **AFS Statement of Purpose**

AFS is an international, voluntary, non-governmental, non-profit organization that provides intercultural learning opportunities to help people develop the knowledge, skills and understanding needed to create a more just and peaceful world.

## **The Core Values of AFS**

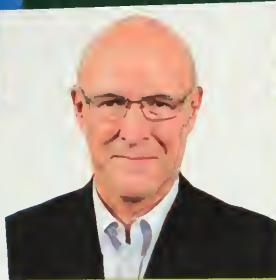
AFS enables people to act as responsible global citizens working for peace and understanding in a diverse world. It acknowledges that peace is a dynamic concept threatened by injustice, inequity and intolerance.

AFS seeks to affirm faith in the dignity and worth of every human being and of all nations and cultures. It encourages respect for human rights and fundamental freedoms without distinction as to race, gender, language, religion or social status.

AFS activities are based on its core values of dignity, respect for differences, harmony, sensitivity and tolerance.



# Message from the Chair and the President



**Christian A. Kurtén**  
Chair, Board of Trustees



**Francisco "Tachi" Cazal**  
President and CEO

The past year was both a challenging and a rewarding year for AFS, which saw significant economic, social and political changes unfold around the world. As a global organization, AFS is managing these challenges, by relying on the core principles that have guided the organization over the last 63 years, and on the strength of the AFS Network of volunteers, hosts and participants.

AFS made significant strides in implementing Vision 2020, the long-term strategy for reaching more people with high-quality programs in more countries over the next 10 years. AFS took the opportunity to broaden its perspectives and to explore opportunities both within and outside the organization. More specifically, AFS strengthened two assets that continue to be at the heart of the organization: the volunteer network and a growing range of programs.

AFS Volunteers are the backbone of the organization, and AFS completed several initiatives to increase their long-term engagement. The leadership of the AFS Network gathered for the 2009 World Congress in Kuala Lumpur, Malaysia, which focused on innovation and embracing change while remaining committed to lifelong intercultural learning. AFS-USA held its first National Volunteer Assembly, beginning a new phase of engagement with their volunteers. AFS Thailand established hosting centers throughout the country to provide volunteer training and more consistent and localized follow-up with participants and host families.

In 2009, AFS achieved important results in its programs. Programs were reintroduced in Kenya through a partnership with the Youth Exchange and Study Program (YES) of the U.S. Department of State's Bureau of Educational and Cultural Affairs. AFS also restarted operations in Bosnia and Herzegovina, Croatia, Serbia and Slovenia. AFS Colombia engaged young adults from Germany in community service projects that had direct positive impact in their communities through the *Weltwärts* Program. AFS Interculture South Africa launched bilateral exchanges with Mozambique and South Africa. Significantly, AFS, in partnership with the governments of Japan, Germany and the United States, sent 1,295 participants on exchange programs over the course of the year. As the donor list indicates, many Partners, led by Intercultura, the AFS Partner in Italy, have received generous scholarships from corporations.

Beyond the accomplishments of 2009, how AFS is perceived in the world is a revealing measure of our effectiveness, and there are two examples that recognize the leading role that AFS plays in providing quality lifelong intercultural learning. AFS International was invited to present a research paper on the state of secondary student exchange programs by the United Nations Alliance of Civilizations. Also, the Board of the Caravan Institute, a New York-based non-profit organization, announced that AFS International will receive a contribution of USD 1.5 million to support investment in new projects and to provide an endowed scholarship program.

The following pages provide more details on activities of the past year, and highlight some of the core principles of AFS that will be important in the year ahead. We look forward, with your support, to continuing to enrich our current programs, exploring opportunities to grow, and increasing the number of people who participate in AFS intercultural learning experiences.

**Christian A. Kurtén**  
Chair, Board of Trustees

**Francisco "Tachi" Cazal**  
President and CEO

# AFS Is Entrepreneurial & Innovative

How do AFS Partners find solutions to problems in their communities? How do they use new ideas to find these solutions and to turn plans into reality?



**Bongani Michael Kumalo**  
Board Chair of AFS Interculture South Africa



**Jorge Massuque**  
Leader of the Interim AFS Volunteer Committee for SayXChange in Mozambique

One of the root causes of conflict is intolerance. In South Africa there is often a lack of understanding and knowledge between groups that are culturally and ethnically different. To achieve deeper cross-cultural understanding, AFS Interculture South Africa launched SayXChange.

Funded by the Southern Africa Trust in partnership with AFS, SayXChange is a regional community service program working to build greater understanding between young adults from South Africa and Mozambique. The goal is to educate participants on social issues and to promote volunteer work in local projects as a catalyst to building civil society and regional identity in Southern Africa.

"We know that AFS Programs can help prepare young leaders who are culturally astute and aware of the role that they can play in coming up with innovative solutions to our problems based on the mission and values of AFS," said Bongani Michael Kumalo, Board Chair of AFS Interculture South Africa.

SayXChange draws upon the accumulated knowledge of the AFS Network to create a new program that suits the particular needs of young adults in Southern Africa.

"Regional exchange programs are an innovative concept for AFS in Africa. Our belief is that this exchange will broaden the participants' horizons and help them gain new skills to manage their lives," said Jorge Massuque, Leader of the Interim AFS Volunteer Committee for SayXChange in Mozambique.

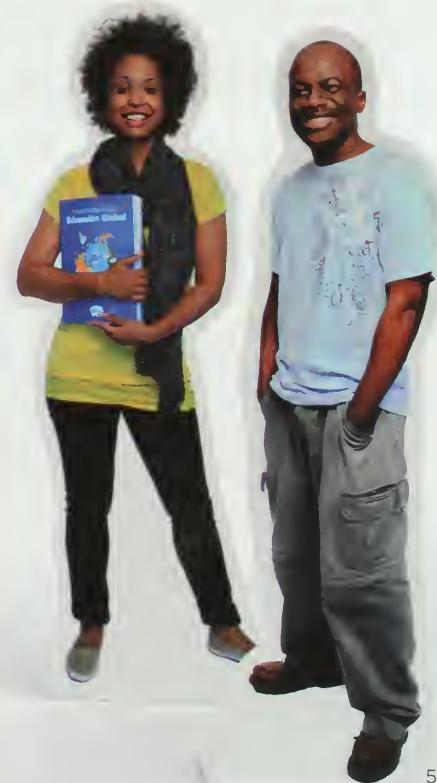
In 2010, ten Mozambicans and ten South Africans will participate in reciprocal exchanges for five months. The plan is to increase the number of participants in 2011 and to extend the program to other countries in the Southern African Development Region.

According to Mr. Kumalo, "The desire to make the remarkable AFS experience possible for more young people here is what drives me to continue being an AFS volunteer. The SayXChange program is but one example of the entrepreneurial work we envision for AFS in our country and region."



In 2009, AFS Interculture South Africa developed key partnerships to help fund new and continuing programs:

- Working with AFS Germany, the German Ministry for Economic Cooperation and Development granted USD 119,000 to support AFS South Africa's Volunteer Development Plan.
- Together with AFS-USA, AFS Interculture South Africa obtained USD 45,000 from the U.S. Department of State's Bureau of Educational and Cultural Affairs to introduce the Youth Exchange and Study Program (YES) to South Africa in 2010. The YES Program is a public diplomacy initiative that builds bridges of international understanding, especially between Americans and people in countries with significant Muslim populations.
- The Southern Africa Trust granted USD 143,000 for the SayXChange program to launch AFS Community Service exchanges between Mozambique and South Africa in 2010.



# AFS Is Experiential Learning with Quality

In 2009, AFS Thailand won designation by the AFS Network as a partner with High Growth Potential and continued to invest heavily in program growth and quality. An important aspect of their strategy is to increase their capacity to host AFS participants.



**Apithai Buranasiri**  
Partner Director, AFS Thailand

In 2008, AFS Thailand began to establish Hosting Centers throughout the country in order to provide high-quality support services to volunteers, participants and host families.

"We have been implementing several key measures to continue to build a strong foundation for hosting growth and support," said Apithai Buranasiri, Partner Director, AFS Thailand.

By 2009, thirteen regional Hosting Centers were opened in Thailand and two additional Centers have been added recently. The Centers represent AFS in areas that are geographically distant from the national AFS office. They focused specifically on finding host families and strengthening AFS's relationship with local schools and volunteers. According to Mr. Buranasiri, "The Centers are operated by committees of at least ten AFS Volunteers who receive ongoing support from the national AFS office. This serves to ensure that Thai volunteers are well prepared to offer support to everyone involved in AFS Programs."

Another key element of AFS Thailand's strategy is the comprehensive training offered to hosting volunteers, most of whom are teachers. The training sessions are based on best practices and ongoing reflection on the AFS Volunteer experience. As a result, hosting volunteers are familiar with AFS Programs, aware of the responsibilities of AFS Participants and know the role and function of AFS Host Families. Training sessions are also held regularly for AFS Thailand trainers to make sure that they have the latest information and tools to share with their volunteer trainees.

"AFS Volunteers do what we do because of our love for and dedication to our work. We are proud of being AFS Volunteers, and thanks to the frequent training sessions that I sometimes help to organize, our volunteers learn about the AFS Mission, its strategy, and the quality standards that we need to apply to continue to run successful AFS Programs in our country. I have been an AFS Volunteer for 35 years, and today I am happy to say that I consider myself an example of an AFS lifelong learner," said Praphasri Pumsiri.



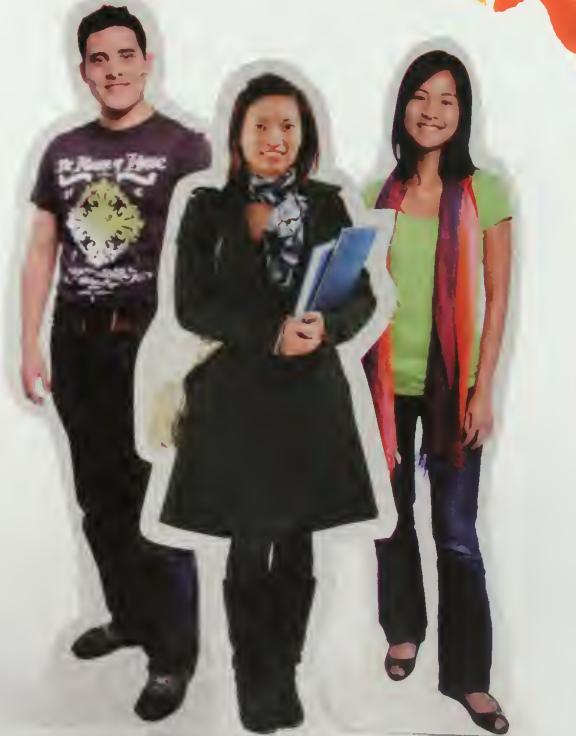
**Praphasri Pumsiri**  
AFS Thailand Volunteer, 2001 Galatti Award  
winner for outstanding volunteer service.



Experiential learning is the process of making meaning from direct experience. One makes discoveries and experiments with knowledge firsthand.

AFS intercultural learning experiences are enriched by the quality of the support participants receive from host families and AFS Volunteers during their exchanges.

A hallmark of the AFS experience is the time participants spend with a host family and the ability of AFS to place them in an environment that will enrich their intercultural learning. In Thailand, as in the rest of the AFS Network, sharing day-to-day life with host parents and siblings adds a very special dimension to AFS exchange programs.



# AFS Is Working with Others

AFS actively seeks to work with others to achieve its goals. This includes cooperating with affiliate organizations to expand AFS Programs, with national governments to fund programs and with local non-governmental organizations.



**Sanja Bertović**  
Director of Globus, the AFS representative  
in Croatia



**Rosario Gutierrez Becquet**  
Partner Director of AFS Colombia

A strategic priority of the AFS Vision for the year 2020 is expanding the number of countries in which AFS Programs are conducted and the number of participants engaged in intercultural learning.

The European Federation for Intercultural Learning (EFIL) and its Secretary General, Paul Claes, local AFS Returnees in south eastern Europe and AFS International worked together to establish an AFS presence in Bosnia and Herzegovina, Croatia, Serbia and Slovenia.

"In the 1990s, the region experienced a terrible war. It is very important that people here learn to understand each other. Young people in south eastern Europe can benefit from AFS Programs that broaden their point of view and that enable them to become citizens of the world," said Sanja Bertović, Director of Globus, the AFS representative in Croatia.

In addition to starting new programs, AFS is expanding offerings for young adults who are 18 years and older. AFS Germany started the *Weltwärts* Program, supported by the German Federal Ministry for Economic Cooperation and Development. The program provides scholarships to young German adults to participate in

AFS Programs in the developing world and to work in local communities.

AFS Colombia hosted 24 *Weltwärts* participants who were placed in 11 different AFS chapters in the country. "The energy and dedication that the *Weltwärts* participants have brought to their work in Colombia has had a strong impact in the local communities where they have been placed. The services they are providing have been very well received and appreciated," concludes Rosario Gutierrez Becquet, Partner Director of AFS Colombia.

Paraguay has organized AFS Community Service programs since the 1990s. AFS participants have worked on projects that help indigenous people, schools and day-care centers and environmental organizations. Victoria Villalba, Partner Director of AFS Paraguay, said, "Community Service participants make a unique contribution. They not only learn about other cultures, but also about themselves. They experience, through their work, the many faces of poverty in developing communities. Our participants usually develop strong bonds to our culture and quite a few keep returning to Paraguay and fundraise back home to support their Community Service projects here."

# weltwärts

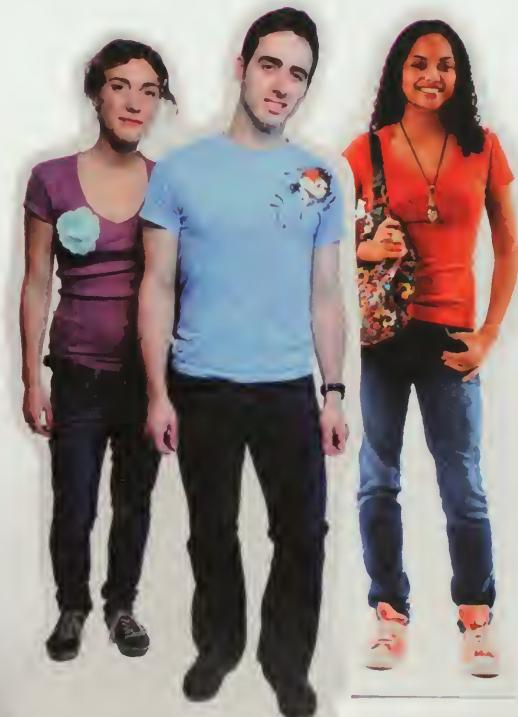


Collaboration is a recursive process where two or more people or organizations work together in an intersection of common goals.

Young adults who participate in AFS Programs provide vital services where they are needed most by working in their local host communities.

Through AFS Colombia, participants have been placed with organizations such as Fundación Vida Nueva, where they help the homeless integrate into society and Fundamor, where they help children with HIV.

In Paraguay, AFS participants have been placed in Tierra Viva, a non-profit that provides assistance to the indigenous people of Paraguay, assisting the organization to develop tools to deliver their services in the Paraguayan Chaco region.



# AFS Is Committed to Volunteerism

AFS is one of the largest volunteer-driven organizations in the world. With more than 40,000 volunteers, AFS is constantly assessing how to improve the volunteer experience. In 2009, AFS-USA launched a restructuring and development plan to empower its volunteers, especially in the areas of decision-making and governance.



AFS Volunteer **Mary Porterfield**, Chair of the AFS-USA National Council, and **Jorge Castro**, President and Partner Director of AFS-USA

"AFS is an organization that has always drawn its vital energy from volunteers. Throughout its history, AFS-USA has developed models of volunteerism that have helped us deliver quality exchange experiences to thousands upon thousands of young AFS participants," said Dr. Jorge Castro, President and Partner Director of AFS-USA.

"I have had the privilege of working with AFS for more than 31 years now. One of the lessons I have learned, and I have learned this through direct experience, is to trust the judgment and decision-making capacity of AFS Volunteers. As the original and largest partner in the AFS Network, AFS-USA has refocused its efforts and committed itself to its organizational roots, creating and supporting a stronger volunteer force with a greater sense of ownership, involvement and accountability."

Ms. Mary Porterfield, an AFS Volunteer for 41 years, serves as Chair of the AFS-USA National Council and is a member of its board of directors. "Two years ago, we conducted a comprehensive organizational study to determine how we could function more efficiently and effectively, particularly with volunteers. As a result, we have implemented numerous changes in how we interact with our volunteer corps. Today, volunteers have a direct, participatory voice in the affairs of AFS-USA on a national level and the volunteers on the National Council truly represent their colleagues from coast-to-coast," Ms. Porterfield said.

"We're at one of the most exciting times in our history," Dr. Castro concluded, "a time when volunteers are working together to not only shape our priorities, but to lead us into the future of what exchange and volunteerism will look like in the next decade—and the next 60 years!"



Volunteerism is the principle of donating time and energy for the benefit of other people as a social responsibility rather than for any financial reward.

AFS, as a truly volunteer-based organization, has always had a strong commitment to its approximately 7,000 volunteers in the U.S. and more than 40,000 volunteers worldwide.

AFS-USA is guided by four core principles in its work with volunteers:

- Commit to volunteer development, so that any individual who supports AFS-USA has an opportunity to maintain a strong relationship with the organization;
- Promote continuous learning, ensuring that all volunteers are provided with ongoing training and given the resources they need to support the AFS Mission of intercultural education and understanding;
- Remain a leading volunteer organization, committed to innovation and new strategies to strengthen and diversify the AFS Volunteer base;
- Effectively manage volunteers with clearly defined policies linked to a career ladder, to enable individuals to move to higher levels of responsibility, to develop their interests, and to build upon their experiences with the organization.





12,291 AFS Participants  
in 2009



YOUTH  
PROGRAMS  
11,139

School-based	9,554
Homestay	888
Language Study	697



ADULT  
PROGRAMS  
1,152

Community Service	535
Volunteers	483
University-based	62
Educators	53
Vocational	19

400,000

former participants

42,175

active volunteers

1,249

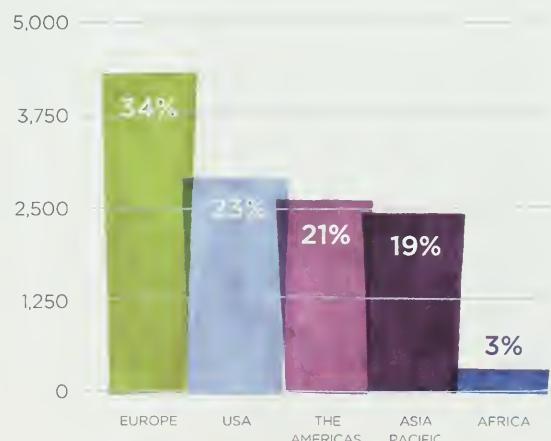
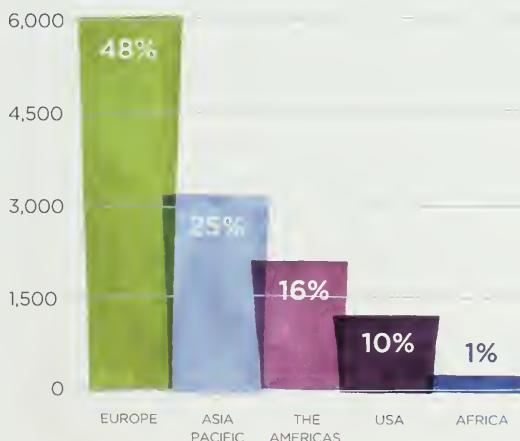
exchange connections

76

countries

Where AFS Participants  
Came from in 2009

Where AFS Host Families  
Were in 2009



# AFS Network Finances

Balance Sheet (in US dollars)	2008	change from prior year	2007	change from prior year	2006
<b>ASSETS</b>					
Cash & Receivables	73,678,684	114%	64,547,946	115%	56,310,574
Investments	23,307,765	109%	21,480,500	105%	20,402,955
Property & Equipment	9,769,721	114%	8,601,551	109%	7,873,827
Other Fixed Assets	1,144,797	83%	1,375,996	95%	1,446,185
Prepaid Expenses & Deposits	17,864,787	109%	16,455,252	108%	15,173,135
<b>TOTAL ASSETS</b>	<b>125,765,754</b>	<b>112%</b>	<b>112,461,245</b>	<b>111%</b>	<b>101,206,676</b>
<b>LIABILITIES</b>					
Accounts Payable & Accrued Expenses	23,419,001	151%	15,482,489	105%	14,786,678
Mortgages	350,170	105%	335,010	91%	366,593
Loans	1,810,713	204%	888,402	114%	777,046
Deposits & Funds Held for Others & Deferred Income	33,331,531	91%	36,644,819	110%	33,328,633
Other Liabilities	2,557,486	96%	2,676,044	196%	1,365,437
<b>TOTAL LIABILITIES</b>	<b>61,468,901</b>	<b>110%</b>	<b>56,026,764</b>	<b>111%</b>	<b>50,624,387</b>
<b>NET ASSETS</b>					
General Unrestricted	16,637,475	131%	12,703,607	92%	13,735,564
Board Designated Funds	29,534,708	108%	27,441,669	120%	22,930,581
Temporarily Restricted	13,077,099	117%	11,174,233	129%	8,660,057
Permanently Restricted	5,047,571	99%	5,114,972	97%	5,256,087
<b>TOTAL NET ASSETS</b>	<b>64,296,853</b>	<b>114%</b>	<b>56,434,481</b>	<b>112%</b>	<b>50,582,289</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>125,765,754</b>	<b>112%</b>	<b>112,461,245</b>	<b>111%</b>	<b>101,206,676</b>

## Statement of Activities (in US dollars)

PROGRAM REVENUES	141,360,070	113%	125,387,788	109%	115,351,016
<b>CONTRIBUTIONS RECEIVED</b>					
Corporations, Foundations & Governments	17,523,235	96%	18,195,688	125%	14,597,070
AFS Volunteer Network	310,338	77%	400,720	53%	751,838
Individual Donors	918,663	59%	1,547,117	90%	1,728,416
Other Fundraising Income	1,326,121	83%	1,594,520	71%	2,255,073
Contributions Received Subtotal	20,078,357		21,738,045		19,332,397
Interest & Other Income	3,228,003	108%	2,993,875	127%	2,353,541
<b>TOTAL REVENUES</b>	<b>164,666,430</b>	<b>110%</b>	<b>150,119,708</b>	<b>110%</b>	<b>137,036,954</b>
Program Expenses	(109,471,506)	106%	(103,059,750)	111%	(92,711,890)
Administrative Expenses	(43,786,950)	104%	(42,220,956)	110%	(38,436,622)
Interest & Other Expenses	(3,418,152)	206%	(1,658,510)	191%	(867,416)
<b>TOTAL EXPENSES</b>	<b>(156,676,608)</b>	<b>107%</b>	<b>(146,939,216)</b>	<b>111%</b>	<b>(132,015,928)</b>
<b>SURPLUS</b>	<b>7,989,822</b>	<b>251%</b>	<b>3,180,492</b>	<b>63%</b>	<b>5,021,026</b>

## 2008 Regional Summary (in US dollars)

	Total Assets	Total Liabilities	Net Assets
Europe	52,566,129	34,378,271	18,187,858
Asia-Pacific	26,309,315	10,820,423	15,488,892
The Americas (without USA)	12,623,443	7,824,457	4,798,986
USA	23,236,194	5,334,179	17,902,015
Africa	359,291	295,201	64,090
AFS International	10,671,382	2,816,370	7,855,012
<b>Worldwide Totals</b>	<b>125,765,754</b>	<b>61,468,901</b>	<b>64,296,853</b>

## 2008 Operating Results (in US dollars)

	Total Revenues	Total Expenses	Surplus/(Deficit)
Europe	71,024,803	(66,596,673)	4,428,130
Asia-Pacific	31,007,647	(28,032,637)	2,975,010
The Americas (without USA)	15,576,742	(16,276,848)	(700,106)
USA	30,610,706	(29,596,438)	1,014,268
Africa	1,094,684	(973,853)	120,831
AFS International	15,351,848	(15,200,159)	151,689
<b>Worldwide Totals</b>	<b>164,666,430</b>	<b>(156,676,608)</b>	<b>7,989,822</b>

AFS Intercultural Programs, Inc. ("AFS International") is a not-for-profit organization incorporated under the laws of New York State, USA, and is a tax-exempt organization under the Internal Revenue Code 501(c)(3) of the United States of America. AFS Partner organizations ("Partners") are incorporated under the laws of the country in which they are located and likewise prepare financial statements and tax reports as required by the jurisdictions in their respective countries.

Each Partner undergoes an annual fiscal audit and presents to AFS International a copy of the independent auditor's opinion along with its financial statements. While rules and regulations vary among Partner nations, audits generally follow standards consistent with US-based GAAP (Generally Accepted Accounting Principles). The tables presented are not the result of an audit performed by one firm but represent combined information from audits performed by a number of independent auditors around the world. The information for the three years shown has been gathered from the audited financial statements of 50 Partners and AFS International for these years. The tables reflect the combined financial activity in the worldwide network of AFS Partners and include a regional summary for the fiscal year 2008. The compilation of the 2009 financial statements will be available once the annual audits around the world are completed.



Dr. Urs-Rainer von Arx

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We pursue our mission by providing quality intercultural learning opportunities for a growing number of young people, families, other stakeholders and wider audiences, thus developing an inclusive community of global citizens determined to build bridges between cultures.

Real-life experiential learning, supported by structured reflection, is the core of our programs. We endeavor to link our intercultural learning opportunities to the defining global issues facing humanity. We reach out to past, current and future participants, volunteers and other stakeholders using the media and technology they use.

Volunteers and volunteerism are who we are. Our organization brings about changes in lives through and for our global community of volunteers.

We are recognized as an educational organization by schools and the appropriate authorities. We work to create a regulatory environment that supports our programs.

As a learning organization, we welcome change and critical thinking. We are innovative and entrepreneurial in advancing the strategic directions, working together with others whenever appropriate.

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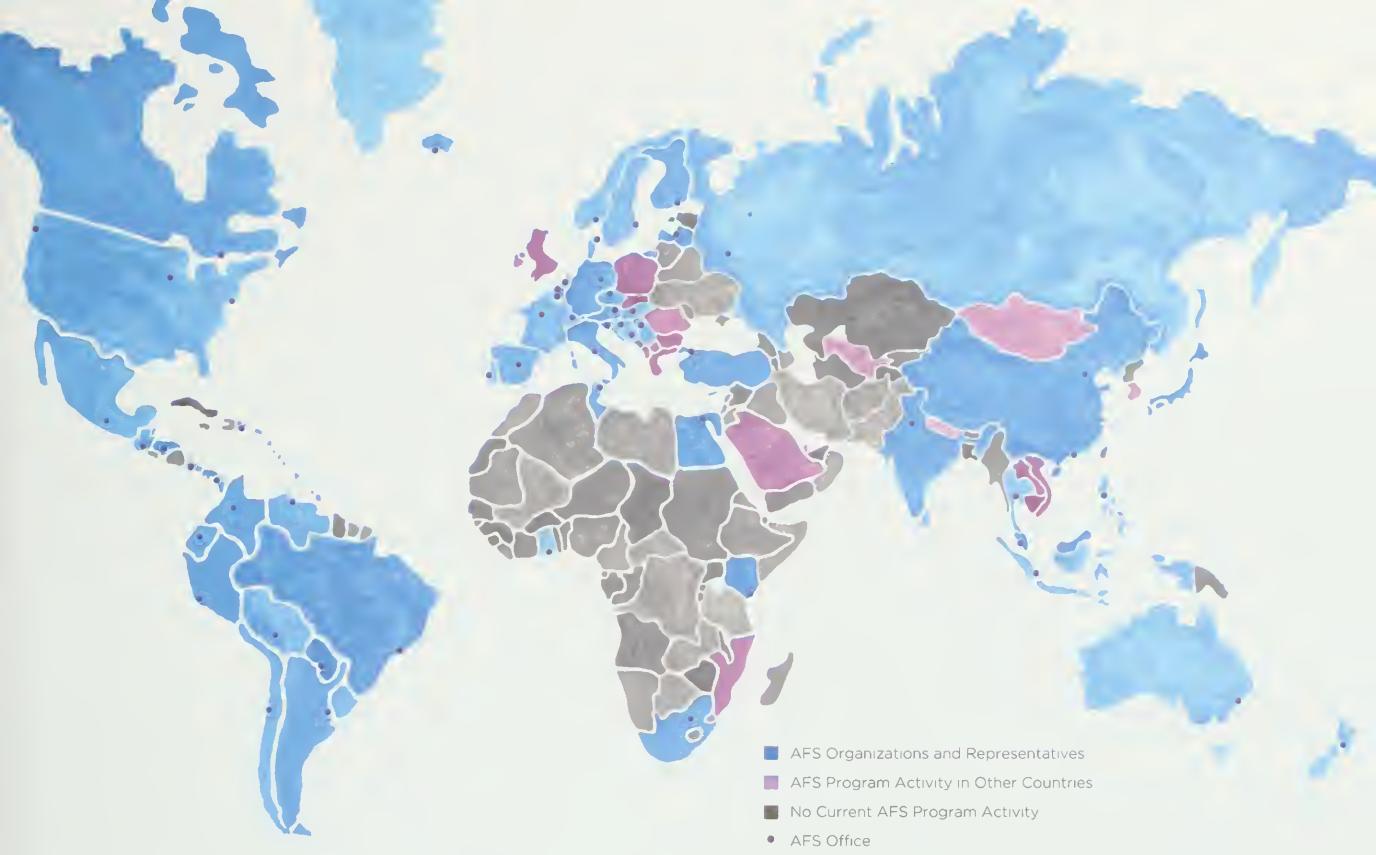
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Chair: Ms. Thais Lopez  
Director: Mrs. Lourdes Alvarez  
[www.afs.org.ve](http://www.afs.org.ve)



Intercultural  
Programs

**AFS Intercultural Programs, Inc.**

71 West 23rd Street, 6th Floor  
New York, NY 10010-4102 USA

Tel: 1.212.807.8686

Fax: 1.212.807.1001

E-mail: [info@afs.org](mailto:info@afs.org)

Web: [www.afs.org](http://www.afs.org)